

AN ANALYSIS OF JOB DIMENSIONS ON ORGANIZATIONAL COMMITMENT WITH SPECIAL REFERENCE TO SALES REPRESENTATIVES AT NAGAPATTINAM DISTRICT

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ABSTRACT

This research paper analysis the impact of job satisfaction dimensions on organizational commitment of sales representatives in Nagapattinam district. For the research work, non-probabilistic convenience sampling method was adopted to collect the data from fifty – four (54) respondents from different sectors through structured questionnaire. Both Pearson Correlation Coefficient and Multiple Resgress Analysis were used to analyse the data with the aid of statistical package for social science (IBM SPSS) Version 22. The study shows that the job satisfaction dimensions have a positive relationship with organizational commitment. The result reveal that the job satisfaction dimensions have a statistical significant effect on organizational commitment. It was also found that the job satisfaction dimensions jointly predict organizational commitment, which was accounted for 91.6 per cent variance of organizational commitment. The study concluded that the respective organizations should use these job satisfaction dimensions as a policy instruments for retention and as strategies which have the tendency to reduce employee turnover and enhance organizational commitment.

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INTRODUCTION

Job satisfaction has been an important topic over the years (Akfopure, et al., 2006). The relationship between man and work has always attracted the attention of philosophers.

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A major part of man's life is spent at work. Work is social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well.

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita, et al., 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, et al., 2010).

1.1 Purpose of the Study

This research is undertaken in order to analyse the relationship between the job satisfaction dimensions on organizational commitment among the sales representatives at Nagapattinam district and to identify which among the six dimensions of job satisfaction (pay, promotion, working condition, supervision, co-workers, and work itself) is the most important driver that relates to organizational commitment.

1.2 Review of Literature

Shore & Martin (1989) have examined the differential associations that job satisfaction and organizational commitment have with job performance and turnover intention. The result of the study showed that the organizational commitment was more strongly related to than job satisfaction with turnover intentions for the teller, but not for the professionals. Job satisfaction was related more strongly than organizational commitment with supervisory rating of performance for both samples. The findings suggest that specific job attitudes are more closely associated with task-related outcomes such as performance rating, whereas global organizational attitudes are more closely associated with organization-related outcomes like turnover intentions.

Ismail (2012) have examined the relationship between components of organizational commitment and job satisfaction among employee at Higher Learning Education Institutions in Kelantan. The result showed that affective, continuance and normative commitment that was not found to have significant positive relationship with job satisfaction.

Issa, Ahmad, & Gelaidan (2013) have examined the relationship between job satisfaction and turnover intention among sales representative workers, as well to identify which the dominant dimension of job satisfaction has greater effect on turnover intention. The findings showed that there was a significant negative relationship between the five dimensions of job satisfaction and turnover intention. The result highlighted that pay satisfaction was the dominant dimension of job satisfaction in term of effecting turnover intention. Further finding showed that, gender, experience and education level have

significant differences, while age and salary have not significant differences with turnover intention.

1.2.1 Job Satisfaction

Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude.

The research tells us that job satisfaction is the level of "favorableness or unfavorableness with which workers view their job (Werther & Davis, 1999)." It refers to an employee's general opinion towards his/her job, such as; a person with high degree of job satisfaction has a positive feeling towards his job, whereas one who is unhappy with the job can grip a negative attitude (Robbins & Coulter, 2005). Some scholars argue that job satisfaction is an emotive reaction to a job condition, which is often decided by how nicely results meet up or exceed expectations, for example, if workers think that they are treated unjustly, receive less remunerations, they are more probably to have a negative feelings toward their work, supervisor or coworkers (Luthans, 2005; Manzoor et al., 2011).

1.2.2 Organizational Commitment

Organizational commitment is the extent to which a worker recognizes with the organization and desires to carry on. It is a degree of the worker's willingness to continue with the organization in the future. It reflects the employee's belief in the mission and targets of employer establishment and his/her willingness to expend attempt in their achievement with intent to carry on working there (Singh & Pandey, 2004). A large variety of explanation and measures of organizational commitment exist; a strong wants to remain the part of a specific organization; a willingness to exert high levels of efforts on behalf of the organization; and belief in and acceptability of the values and goals of the organization (Tella et al., 2007). It is the psychological state that binds the individual to the organization. Antecedents of organizational commitment are quite diverse in nature and origin (Bashir & Ramay, 2008).

Based on the multidimensional nature of organizational commitment there is increasing support for a three factor model, which have implication for the individual and organization

1. Normative Commitment: Workers stay with an organization, because he feels grateful to maintain employment (Singh & Pandey, 2004). The recognition measurements involve adoption of goals and values (Moynihan & Pandey, 2007). Normative commitment is an emotion of requirement to carry on service (Bashir & Ramay, 2008).
2. Affective Commitment: Workers stay with an establishment because he needs to. He believes in and recognizes himself with the organization. The ethical participation requires internalization of the targets and principles of the establishment (Moynihan

& Pandey, 2007). Affective commitment the worker's motive attachment to, recognition with, and participation in the organization (Sabir et al., 2011).

3. Continuance Commitment: An employee stays with an organization, because he feels that the individual costs of leaving are also high, for example when age limits his probability to find new job (Singh & Pandey, 2004). Continuance commitment "a consciousness of the expenditure linked with parting the organization" (Bodla & Naeem, 2004; Aydogdu & Asikgil, 2011).

1.3 Theoretical Framework

After the careful study of literature review, the following theoretical model is formulated to illustrate the relationship between job satisfaction dimensions and organizational commitment.

The general form of the model was as follows:

$$OC = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + e$$

Where, OC = Organizational Commitment,

X_1 = Pay,

X_2 = Promotion,

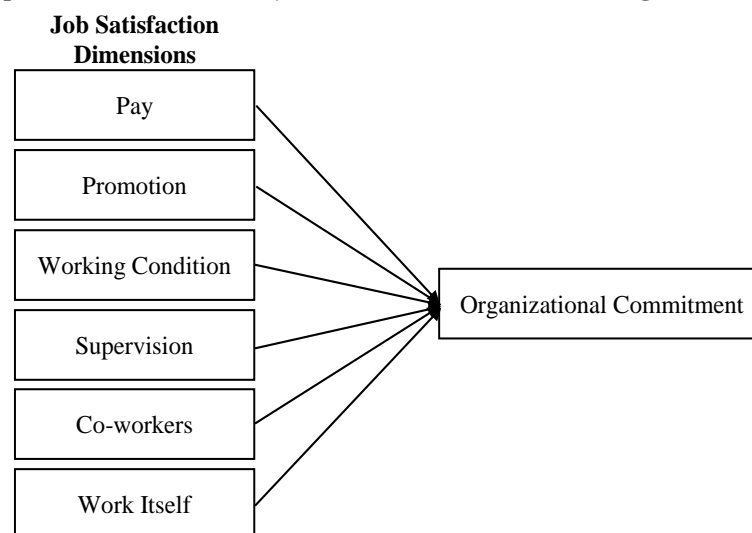
X_3 = Working Condition,

X_4 = Supervision,

X_5 = Co-workers,

X_6 = Work itself, and α is constant and $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$, and β_6 , are coefficient to estimate, and e is the error term.

Fig.1: Relationship Between Job Satisfaction Dimensions and Organizational Commitment



Source: Designed by researcher

1.4 Research Objective

To analyse the relationship between the job satisfaction dimensions on organizational commitment.

1.5 Testing Hypothesis

Job satisfaction dimensions have no significant effect on organizational commitment.

METHODS

2.1 Sampling Method and Sample Size

Descriptive research has been adopted for this study. Both the primary and secondary data have been used in the proposed study. Data was obtained from structured well designed previously pre-tested questionnaire. A non-probabilistic convenience sampling method were used, wherein the researcher collected the data from the sales representative in Nagapattinam district. In this way the final sample size which is consisted of total 54 respondents were interviewed with the help of especially structured questionnaire for the study.

RESULTS AND DISCUSSION

Table 1 shows that the demographic profile of the sales representatives in Nagapattinam district. Out of 54 respondents, 37.0 per cent of the respondents age group is 20 years to 30 years, 33.3 per cent of the respondents age group is 31 years to 40 years, 20.4 per cent of the respondents age group is 41 years to 50 years, and 9.3 per cent of the respondents age group is 51 years and above. The literacy rate of the respondents shows highest of (51.9 per cent) non – professional degree, and 48.1 per cent of professional degree. The majority of the respondents (40.7 per cent) have a monthly income between 15,001 and 20000, followed by (27.8 per cent, 25.9 per cent, and 5.6 per cent) is below 10000, 10001 and 15000, and above 21000 respectively. The majority of the respondents (42.6 per cent) have 2 to 4 years of experience, (22.2 per cent) of the respondents have 4 to 6 years of experience, (16.7 per cent) of the respondents have 6 to 8 years of experience, (11.1 per cent) of the respondents have below 2 years of experience, and (7.4 per cent) of the respondents have more than 8 years of experience.

Table 2 shows that the job satisfaction dimensions (Pay, Promotion, Working Conditions, Supervision, Co-workers, and Work Itself) have a positive relationship with organizational commitment with ($r = 0.814, 0.795, 0.643, 0.752, 0.840, \text{ and } 0.839, p < 0.05$) respectively. This simple means that job satisfaction dimensions are jointly and independently influence organizational commitment. It can be deduced from (table 2), working conditions has highest mean value followed by co-workers, supervision, promotion, pay, and work itself respectively. This implies that working condition have a strong influence on organizational commitment.

The results from table 3 indicate that job satisfaction dimensions (Pay, Promotion, Working Conditions, Supervision, Co-workers, and Work Itself) were jointly predictors of organizational commitment ($F = 85.076; R^2 = 0.916; P < .05$). The predictor variables jointly explained 91.6 per cent of the variance of organizational commitment, while the remaining 8.4 per cent could be due to the effect of extraneous variables. Among the 6 job satisfaction dimensions, promotion ($\beta = 0.975; t = 5.359; p < 0.05$); co-workers ($\beta = 0.636; t = 7.462; p < 0.05$) and work itself ($\beta = 0.272; t = 2.470; p < 0.05$) have more effect as standard beta is greater than 0.2 followed by pay ($\beta = -0.111; t = -0.897; P > 0.05$); Supervision ($\beta = -0.283; t = -1.918; P > 0.05$); and Work condition ($\beta = -0.497; t = -3.951; P < 0.05$) were significantly independent predictor of organizational Commitment. This implies that job satisfaction dimensions have significant effect on organizational commitment. Therefore, null

hypothesis is rejected, while alternative is accepted. This result is in line with previous research (Robbins, 2003; Ojokuku & Sajuyigbe, 2009; Spector, 2008; Sajuyigbe, Olaoye & Adeyemi, 2013; Reiner & Zhao, 1999; Carlan, 2007; Ellickson & Logsdon, 2001).

CONCLUSION

This research paper examined the impact of job satisfaction dimensions (Pay, Promotion, Working Condition, Supervision, Co-workers, and Work itself on organizational commitment of Sales Representatives in Nagapattinam District. This research work was discovered that job satisfaction dimensions jointly and independently predict organizational commitment. This research found that promotion has significant impact on job satisfaction and organizational commitment especially when employees seek promotion systems that are perceived as just, unambiguous, and in line with their expectations. This study found that the support from co-workers, and work itself have a significant, positive influence on the employee's job satisfaction and organizational commitment. In conclusion the study found that when opportunities are given to employees to advance in their field of work, it will enhance job satisfaction and organizational commitment.

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APPENDIX

Table 1: Frequency Distribution Shows that the Classification of Sales Representatives Demographic Profile

Demographic Profile	Category	No. of Participants (N = 54)	Percentage
Age	20 years to 30 years	20	37.0
	31 years to 40 years	18	33.3
	41 years to 50 years	11	20.4
	51 years and above	5	9.3
Education Qualification	Non-professional	28	51.9
	Professional	26	48.1
Monthly Income	Below ₹. 10,000	15	27.8
	₹. 10,001 to ₹. 15,000	14	25.9
	₹. 15,001 to ₹. 20,000	22	40.7
	Above ₹. 21,000	3	5.6
Length of Service	Below 2 years	6	11.1
	2 to 4 years	23	42.6
	4 to 6 years	12	22.2
	6 to 8 years	9	16.7
	8 years and above	4	7.4

Source: Primary data

Table 2: Bivariate Correlation Between Job Satisfaction Dimensions and Organizational Commitment

Variables	Mean	S.D	OC	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆
OC	2.72	1.472	1						
X₁	3.02	1.296	.814**	1					
X₂	3.04	1.427	.795**	.724**	1				
X₃	3.44	1.369	.643**	.538**	.909**	1			
X₄	3.11	1.410	.752**	.577**	.908**	.893**	1		
X₅	3.28	1.559	.840**	.633**	.665**	.675**	.775**	1	

X₆	2.83	1.397	.839**	.908**	.684**	.503**	.603**	.662**	1
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****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data

Table 3: Result of Model Summary^b Between Job Satisfaction Dimensions and Organizational Commitment

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Sig.	Durbin Watson
1	0.957 ^a	0.916	0.905	0.454	0.000	2.351

a. Predictors: (Constant), Work Itself, Working Conditions, Coworkers, Pay, Supervision, Promotion.

b. Dependent Variable: Organizational Commitment

Source: Primary data

Table 4: Result of Regression Analysis Between Job Satisfaction Dimensions and Organizational Commitment

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	S.E	β		
Constant	0.028	0.213		0.130	0.897
X₁	- 0.126	0.140	- 0.111	- 0.897	0.374
X₂	1.006	0.188	0.975	5.359	0.000
X₃	-0.535	0.135	- 0.497	- 3.951	0.000
X₄	- 0.295	0.154	- 0.283	- 1.918	0.061
X₅	0.600	0.080	0.636	7.462	0.000
X₆	0.287	0.116	0.272	2.470	0.017

Source: Primary data

Table 5: Result of ANOVA^a Between Job Satisfaction Dimensions and Organizational Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	105.152	6	17.525	85.076	0.000 ^b
Residual	9.682	47	0.206		
Total	114.833	53			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Work Itself, Working Conditions, Coworkers, Pay, Supervision, Promotion.

Source: Primary data